

The technical requirements to be satisfied by external experts are stipulated in TORs by the officer responsible for the commission in cooperation with the partners. It is up to the officer to decide whether or not to involve P+D in PPR design or whether to assign P+D specialists together with staff from other projects as external appraisers.

The officer responsible for the commission gives the PPR team members all the logistical support they need and ensures that they can meet with the people they wish to consult. It is the officer's job to provide the team with all the requisite documents, in particular the results of project monitoring, internal control and auditing. The officer makes sure that relevant decision-makers in the partner country and involved organizations are informed of the impending PPR in good time.

A PPR does not have to be over and done with in a single mission. In fact, multi-stage implementation, each with its own focus, has proven to be a valuable and useful option.

2.6 Documentation and Utilization

Each and every PPR is being documented. The requirements for documentation are laid down in GTZ's operational rules.

The results of a PPR would be poorly used if they were only formulated verbally and thus available only on site for a short period of time. To preserve them and enable people to learn from them, both on site and throughout the entire company, every PPR has to be documented in an appropriate manner. This is the prime objective of the PPR report whose set structure is to be adhered to in all cases (see the Annex).

The PPR results are discussed both with the project partner and between the officer responsible for the commission and his or her superior. When updating project planning, the officer responsible for the commission takes account of the results and recommendations emerging from the PPR. The officer's superior is responsible to review how PPR recommendations have been considered and acted upon in the further course of activities.

Combined and screened, the evaluation results of hundreds of individual projects constitute one of the most important sources for institutional learning throughout the entire company. Therefore, GTZ's operational rules include the obligation by the officer responsible for the commission to ensure that the PPR report is forwarded to the following addresses within the company (preferably using e-mail):

- to the GTZ office in the partner country,
- to the regional division (or, in the case of sector operations, to the respective technical division),³ and
- in the event of particularly interesting lessons learned, to the organizational unit Information and Documentation, 0230.

Also, the officer responsible for the commission will ensure that the PPR questionnaire is filled in and returned to GTZ's Internal Evaluation (0420). This questionnaire serves as the basis of the annual cross-section analyses of the GTZ portfolio.

³ On request, the Regional Manager makes the PPR report available to the BMZ Division responsible for the project, stating that it is an internal GTZ document